CANADIAN HUMAN RIGHTS COMMISSION

2008–2009

Report on Plans and Priorities

The Honourable Rob Nicholson, P.C., Q.C., M.P.
Minister of Justice and Attorney General of Canada

Table of Contents

SECTION I **Overview** 1

The Chief Commissioner's Message 1
Management Representation Statement 3
Raison d'être 4
Organizational Information 4
Table 1: Voted and Statutory Items displayed in Main Estimates 6
Table 2: Commission Planned Spending and Full-Time Equivalents 6
Summary Information 7
Plans and Priorities 9

SECTION II **Analysis of Program Activities by Strategic Outcome** 11

Analysis by Program Activity 11

SECTION III **Supplementary Information** 19

Table 1: CHRC Link to the Government of Canada Outcomes 19
Table 2: Green Procurement 19
Table 3: Services Received Without Charge 19

SECTION IV **Other Items of Interest** 21

Internal Services 21

OVERVIEW

The Chief Commissioner's Message

Last year marked a turning point for the Commission as we successfully completed the restructuring of our organization. We are now ready to reach further—to be an even more proactive and influential catalyst for moving forward on human rights issues, both nationally and internationally.

To achieve this vision, outreach will be integrated into all aspects of our work. We will strengthen current relationships and forge new partnerships.

Influencing a positive shift in the culture of human rights in Canadian society is dependent upon the cooperation of a large network of organizations and people. Open dialogue, collaboration and shared responsibility among the Commission and our stakeholders are the foundation for sustained progress toward integrating human rights into daily practice. This increased cooperation will serve to further strengthen the interdependence that exists among our partner organizations throughout Canada and around the world.

In turn, our evolving relationships and the resulting increase in public awareness will contribute to the Commission's ability to inform and influence public debate on key human rights issues of the day. Topical research and policies developed by the Commission will be shared with stakeholders and the public through a variety of communications media. Outreach efforts will also be targeted to support awareness and understanding of specific issues, such as human rights principles in a First Nations context—a timely subject as we anticipate the repeal of section 67 of the *Canadian Human Rights Act* by Parliament.

As Chair of the International Coordinating Committee (ICC) of National Institutions for the Promotion and Protection of Human Rights, the Commission will continue to provide strong leadership by fulfilling its unprecedented role as a key actor at the Human Rights Council; supporting the creation and strengthening of national institutions worldwide; and leading a review of ICC functions, structure, procedures and governance.

We are a values-based organization. We value our people, whose dedication and leadership are paramount for our success. We value all those to whom we provide services. We set the highest standards of performance and accountability and strive daily to model them.

Thus we will continue to look inward, leading by example, and sustaining our organizational culture of respect, integrity, dignity and understanding that supports our role as a dynamic and progressive leader in human rights promotion and practice.

New indicators specified in the Commission's performance measurement framework will be implemented and our Management Accountability Framework enhanced. Our citizen-focused services will be measured. Ongoing feedback mechanisms will be established. These inputs will be integrated into our continuous improvement planning for all of our business lines: discrimination prevention, knowledge development, dispute resolution; they will also inform our management practices.

I am proud to lead such a committed, high-performing organization as it reaches a new level of maturity. The Commission's staff and Commissioners embody our values—and their professionalism, expertise and unwavering commitment are the essential qualities that will sustain our new momentum as an innovative leader in promoting the human rights agenda.

Jennifer Lynch, Q.C.
Chief Commissioner

Management Representation Statement

I submit for tabling in Parliament the 2008–09 *Report on Plans and Priorities* (RPP) for the Canadian Human Rights Commission.

This document has been prepared based on the reporting principles contained in the *Guide to the Preparation of Part III of the 2008–09 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- it adheres to the specific reporting requirements outlined in the Treasury Board of Canada Secretariat guidance;
- it is based on the Commission's strategic outcome and program activities that were approved by the Treasury Board;
- it presents consistent, comprehensive, balanced and reliable information;
- it provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- it reports finances based on approved planned spending numbers from the Treasury Board of Canada Secretariat.

Hélène Goulet
Secretary General

Raison d'être

The Commission's founding legislation inspires a vision for Canada in which "all individuals should have an opportunity equal with other individuals to make for themselves the lives that they are able and wish to have" free from discrimination.

The Commission provides leadership in human rights to an ever growing number of organizations. It focuses on preventing discrimination by working with federally regulated employers, unions and service providers to develop practices that prevent discrimination. When allegations of discrimination do occur, modern dispute resolution support services (e.g., mediation) are offered to the parties for matters within the Commission's jurisdiction. When a formal complaint is filed, it is processed through stages that include mediation, investigation, and finally, a Commission decision (i.e., directing conciliation, a Canadian Human Rights Tribunal hearing, or dismissal).

All Canadians benefit when organizations become more sensitive to human rights, consider differing needs, and respond to misunderstandings before they develop into discrimination complaints.

Organizational Information

Mandate

The Commission has a mandate under the *Canadian Human Rights Act* (CHRA) to promote equality of opportunity and to protect individuals from discrimination in employment and in the provision of services customarily available to the public based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability or conviction for an offence for which a pardon has been granted.

The Commission also has a mandate under the *Employment Equity Act* (EEA) that seeks to achieve equality in the workplace and to correct the conditions of disadvantage in employment experienced by women, Aboriginal people, persons with disabilities and members of visible minorities. Both the CHRA and the EEA apply to federal departments and agencies, Crown corporations and federally regulated private-sector organizations.

Organizational Structure

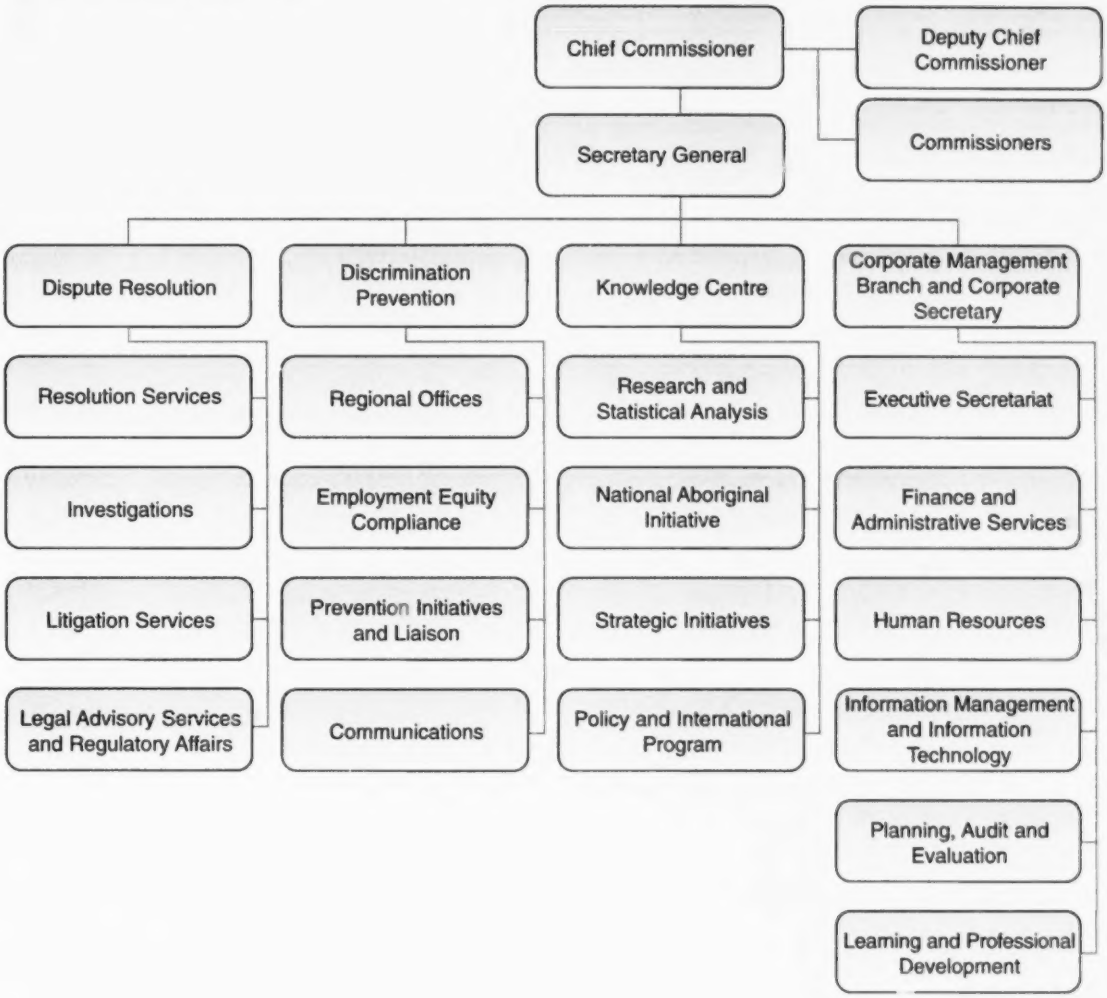

Table 1: Voted and Statutory Items displayed in Main Estimates

($ thousands)

Vote or Statutory Item	Truncated Vote or Statutory Wording	**Main Estimates 2008–09**	Main Estimates 2007–08
10	Program expenditures	**18,387**	18,785
(S)	Contributions to employee benefit plans	**2,221**	2,327
	Total Commission	**20,608**	21,112

The decrease of $504,000 between the 2008–09 and the 2007–08 Main Estimates is mainly attributed to the funding for the development of a new Complaints Management System and Employment Equity Audit Tracking System sunseted in March 2008.

Table 2: Commission Planned Spending and Full-Time Equivalents

($ thousands)	Forecast Spending 2007–08	**Planned Spending 2008–09**	Planned Spending 2009–10	Planned Spending 2010–11
Human Rights Dispute Resolution Program	8,693	**10,743**	10,743	10,743
Discrimination Prevention Program	6,548	**6,234**	6,234	6,234
Human Rights Knowledge Development and Dissemination Program	5,871	**3,631**	3,631	3,631
Total Main Estimates	21,112	**20,608**	20,608	20,608
Adjustments:				
Supplementary Estimates				
Operating budget carry forward	932	**–**	–	–
Repeal of section 67 of the *Canadian Human Rights Act*	–	**585**	1,725	1,700
Treasury Board Vote 15				
Salary inceases resulting from collective bargaining agreements	118	**–**	–	–
Treasury Board Vote 23				
Funding eligible paylist expenditures	289	**–**	–	–
Total adjustments	1,339	**585**	1,725	1,700
Total Planned Spending	22,451	**21,193**	22,333	22,308
Plus: Cost of services received without charge	3,223	**3,874**	3,897	3,900
Total Commission Spending	25,674	**25,067**	26,230	26,208
Full-Time Equivalents	180	**190**	198	202

The decrease of $1.3M between the 2008–09 and the 2007–08 total planned spending is mainly attributed to:

- the decrease of $0.9M due to the carry forward received through the 2007–08 Supplementary Estimates A; and
- the decrease of $0.4M related to the development of a new Complaints Management System and Employment Equity Audit Tracking System.

Summary Information

Four components comprise this section: Financial Resources, Human Resources, Commission's Priorities and Program Activities by Strategic Outcome.

Financial Resources ($ thousands)

2008–09	2009–10	2010–11
$21,193	$22,333	$22,308

Human Resources (FTE)

2008–09	2009–10	2010–11
190	198	202

Commission's Priorities

Priority	Type
1. Enhancing the Commission's impact on human rights issues domestically and internationally through strengthened outreach activities.	Ongoing
2. Enhancing the CHRC's Management Accountability Framework to sustain management excellence.	Ongoing

Program Activities by Strategic Outcome

Program Activity	Expected Results	Planned Spending ($ thousands)			Contributes to the following priority
		2008–09	2009–10	2010–11	
Strategic Outcome: Equality, respect for human rights and protection from discrimination by fostering understanding of, and compliance with, the *Canadian Human Rights Act* (CHRA) and the *Employment Equity Act* (EEA) by federally regulated employers and service providers, as well as the public whom they serve.					
Human Rights Knowledge Development and Dissemination Program	Awareness and understanding of the Acts are increased among federally regulated employers and service providers, as well as the public whom they serve.	$4,026	$4,500	$4,246	Enhancing the Commission's impact on human rights issues domestically and internationally through strengthened outreach activities. Enhancing the CHRC's Management Accountability Framework to sustain management excellence.
Discrimination Prevention Program	(1) Federally regulated employers and service providers are committed to preventing discrimination and to resolving disputes internally. (2) The employment equity audit model is contributing to audited organizations meeting their employment equity plan goals.	$6,424	$6,629	$6,608	Enhancing the Commission's impact on human rights issues domestically and internationally through strengthened outreach activities. Enhancing the CHRC's Management Accountability Framework to sustain management excellence.
Human Rights Dispute Resolution Program	(1) Commission involvement in human rights disputes facilitates the resolution of disputes in a non-adversarial manner at the earliest stage possible; ensures that the public interest is addressed; and increases understanding of the CHRA. (2) Parties to disputes are satisfied with the dispute resolution process.	$10,743	$11,204	$11,454	Enhancing the Commission's impact on human rights issues domestically and internationally through strengthened outreach activities. Enhancing the CHRC's Management Accountability Framework to sustain management excellence.

Plans and Priorities

PRIORITY **Enhancing the Commission's impact on human rights issues domestically and internationally through strengthened outreach activities.**

During the planning period the Commission will focus on developing relationships in order to impact human rights practices at home and abroad. During 2008–09, the Commission will undertake the following:

Plans

- Develop research and policies to be posted on the Commission's website, sent to stakeholders and presented at meetings and conferences.
- Target outreach to support awareness and understand human rights principles in a First Nations context, in light of Parliament's expected repeal of section 67 of the CHRA.
- Develop stronger relations with human rights institutions nationally and in other countries to nurture relationships and to collaborate on discrimination prevention initiatives of mutual benefit.
- Participate at the Canadian Human Rights Tribunal, courts and other administrative tribunals in precedent-setting cases that will advance human rights law.

PRIORITY **Enhancing the CHRC's Management Accountability Framework to sustain management excellence.**

In 2007, the Commission's Management Accountability Framework (MAF) was assessed by the Treasury Board Secretariat. The CHRC was commended for the quality of its management, particularly with regard to its value-based leadership and organization culture; as well as to the extent to which its workplace is fair, enabling, healthy and safe; and the extent to which its workforce is productive, principled, sustainable and adaptable.

During 2008–09, the Commission will continue to enhance and improve its management practices in order to meet the highest standards of performance and accountability. It will develop and implement an action plan that will address the following elements of the MAF:

Plans

Policy and Programs; Public Service Values:

- Demonstrate CHRC's commitment to, and leadership in, achieving the highest standards of human rights practice in its own programs and procedures.
- Implement the action plan for the Commission's Values and Ethics Program.

Results and Performance:
- Implement the new indicators specified in the CHRC's performance measurement framework.

Citizen-focused Service:
- Complete an evaluation of client satisfaction with CHRC's mediation services.
- Establish ongoing client feedback mechanisms.

Risk-Management
- Complete the update of the CHRC's Corporate Risk Profile in order to identify risks to the Commission's business environment, and take the necessary steps to mitigate them.

Risks and Challenges of these Priorities

The Commission recognizes some risks and challenges associated with moving forward on these priorities:

- insufficient resources to adequately prepare for the expected repeal of section 67 of the *Canadian Human Rights Act*; and
- inadequate capacity to meet stakeholder expectations.

At the government-wide level, the Commission's main challenges and risks include:

- changes in government priorities affecting the level of resources allocated to the Commission; and
- recruitment and retention of skilled and specialized staff in a competitive environment.

The mitigation strategies for these risks are addressed in Section II of this report.

Analysis of Program Activities by Strategic Outcome

Analysis by Program Activity

Strategic Outcome

Equality, respect for human rights and protection from discrimination by fostering understanding of, and compliance with, the *Canadian Human Rights Act* (CHRA) and the *Employment Equity Act* (EEA) by federally regulated employers and service providers, as well as the public whom they serve.

Program Activity

A. Human Rights Knowledge Development and Dissemination Program

Financial Resources ($ thousands)

2008–09	2009–10	2010–11
$4,026	$4,500	$4,246

Human Resources (FTE)

2008–09	2009–10	2010–11
29	33	34

Description

The Knowledge Centre contributes to increasing awareness and understanding of the CHRA and the EEA through the following activities:

- undertake research and developing policies on topical issues to assist stakeholders (including the Canadian public) in understanding their rights and obligations under the Acts and to increase awareness about how to improve respect for human rights in Canada;
- urge repeal of section 67 (the section that specifies that provisions made under the *Indian Act* are exempted from the CHRA) to support full access to human rights protection by First Nations people;
- work internationally to further human rights awareness abroad; and
- increase awareness of international human rights standards to strengthen the need for Canadian compliance.

Plans for 2008–09

Disability is the most frequently cited ground of discrimination in complaints accepted by the Commission. During 2008–09, the CHRC will work to increase knowledge and awareness of how to include people with disabilities into Canadian society by undertaking the following activities:

- complete an examination of 10 years of complaints submitted to the CHRC on the ground of disability, with an emphasis on identifying barriers that have been—and remain to be—addressed;
- develop an internal policy on mental health, which will guide the CHRC in accommodating mental illness within its workplace. The policy will also be made public and circulated externally to raise awareness of the impact of mental health issues in employment and to provide a template for an accommodation policy that other organizations may wish to adopt or adapt in their own workplace;
- release a policy on alcohol and drug testing in the workplace that reflects current case law on this subject;
- provide policy input regarding the enactment of federal legislation on accessibility; and
- provide policy support to encourage Canada's ratification of the Convention on the Rights of Persons with Disabilities, which was adopted by the United Nations in December 2006.

Canada is proud of being a diverse, multicultural society. During 2008–09, the CHRC will expand knowledge and awareness of how human rights can be reflected in various cultural contexts, both domestically and internationally, by undertaking a variety of activities:

- implement targeted outreach to support awareness and understanding of human rights principles in a First Nations context, in light of Parliament's anticipated repeal of section 67 of the CHRA;
- develop stronger relations with other human rights institutions through the Canadian Association of Statutory Human Rights Agencies (CASHRA); the Network of National Human Rights Institutions of the Americas; and the Commonwealth Forum of National Human Rights Institutions (including steering committee meetings); and
- chair the International Coordinating Committee (ICC) of National Institutions for the Promotion and Protection of Human Rights, which includes chairing three or more ICC meetings during the year and leading efforts to develop its governance structure and legal status.

The CHRC will also increase knowledge and awareness of human rights in 2008–09 through the following activities:

- release a background paper regarding the creation of a Report Card, which would measure and monitor respect for Human Rights in Canada;
- release papers relating to national security issues; and
- further develop a policy document on Internet hate messaging.

Risks, Challenges and Mitigation Strategies

It is possible to identify a number of factors that may impede the Commission's ability to increase awareness and understanding of human rights through the activities listed above. The primary risks, and our efforts to mitigate them, include the following:

- that research and policies will not be accessed—and/or used—by targeted groups. This can be mitigated by involving key government and civil society (i.e., non-governmental organizations, unions, industry associations) and stakeholders early in the process, and developing a communication strategy to reach out to the intended audiences after the release of products;
- that unforeseen societal issues may emerge that will require the CHRC to change the focus areas of its policy development and research agenda. This can be mitigated by prioritizing areas for development, remaining flexible to adapt to changing priorities, and consulting with stakeholder groups;
- that no one knows when (or whether) section 67 of the CHRA will be repealed. If repealed, it is likely that there will be only a limited period in which to undertake dialogue with First Nations communities and develop interpretive principles. Little advance work can be done, as additional resources will not become available until after section 67 is repealed. However, the outreach activities being undertaken should raise awareness about human rights protection and increase discussion about the impacts of the potential repeal;
- that there is uncertainty around resources available to First Nations to deal with the repeal of section 67. This can be mitigated by engaging other government departments and agencies in planning sessions prior to the repeal regarding joint needs and potential resources;
- that if the ICC does not incorporate, there is a significant risk that national institutions will not be able to formally assign contributions (financial and in-kind), and that the ICC will not therefore obtain sufficient resources to undertake its work or be a significant actor in the newly established Human Rights Council; and
- that there is the risk that conflicting priorities may prevent the CHRC from undertaking all of these proposed activities.

Expected Results	Performance Indicators
Awareness and understanding of the Acts are increased among federally regulated employers and service providers, as well as the public whom they serve.	• Short term: The research and policy products must be accessed in order to increase awareness and understanding. The number of annual visits to CHRC's website and number of subscribers for information updates. • Medium term: The percentage of human resource managers in federal government departments who are aware of the employer requirements under the Acts.

Program Activity

B. Discrimination Prevention Program

Financial Resources ($ thousands)

2008–09	2009–10	2010–11
$6,424	$6,629	$6,608

Human Resources (FTE)

2008–09	2009–10	2010–11
72	74	75

Description

The Discrimination Prevention Program engages key stakeholders with the goal of preventing discrimination in federally regulated workplaces and service centres, and in raising awareness, understanding and acceptance of human rights.

The Commission works with federally regulated organizations to identify areas where improvements are required to create workplaces and service delivery centres that embrace a human rights culture. The Commission works closely and collaboratively with employers and service providers so they can better understand their obligations under the *Canadian Human Rights Act* and *Employment Equity Act* and their responsibilities for the application of human rights principles. The Commission also works collaboratively with central agencies in furthering human rights across the federal system.

Plans for 2008–09

During 2008–09, the Commission will focus on developing partnerships as follows:

- engage key federal stakeholders and various members of civil society to collaborate with the CHRC and federally regulated organizations to foster a culture of human rights in the workplace; and
- establish a discrimination prevention engagement strategy related to various functional communities and networks (i.e., managers' networks, human resources committees, labour relations communities).

The Commission is also mandated to conduct audits of workplaces to ensure compliance with employment equity obligations under the EEA. These audits afford an opportunity for the Commission to share knowledge with employers regarding hiring and promotion practices that best help to ensure equality in the workplace for designated groups. During 2008–09, the Commission will focus on an employment equity model to ensure that it becomes fully operational and contributes to increased representation of the four targeted groups and assists audited

organizations in meeting their employment equity plan goals. During 2008–09, the Commission will continue to enforce the EEA as follows:

- audit federally regulated employers in the private sector and the public sector;
- conduct an evaluation (including a client satisfaction survey) of the employment equity audit process to identify standards and best/proven practices;
- complete an average of 40 audits per year for the next three years;
- build upon the partnerships developed with Human Resources and Social Development Canada (HRSDC), Public Service Alliance of Canada (PSAC) and Canada Public Service Agency (CPSA) to leverage support for the implementation of the EEA; and
- promote the benefits and advantages of employment equity to stakeholders as part of the Commission's outreach initiatives.

Risks, Challenges and Mitigation Strategies

The Commission has identified factors that may impede its ability to complete its planned activities related to preventing discrimination. The primary risks and efforts to mitigate them include the following:

- demand for prevention services exceeds internal resource supply. This can be mitigated by leveraging external resources and aligning commitments with resources available (e.g. for training);
- negative reaction of stakeholders not "aligned" with new CHRC vision. This can be mitigated by increasing communication of CHRC's vision and examples of tangible results to a broad range of stakeholders and enhancing the quality of existing product offerings while limiting the development of new ones;
- lack of resources to conduct the planned number of audits due to challenges in recruiting and retaining employees stemming from a competitive external environment. This can be mitigated by possible use of contractors;
- potential lack of cooperation from stakeholders might lead to delays and potential non-attainment of increased partnership development. This can be mitigated by signing of Memoranda of Understanding (MOUs) and increased frequency of contacts; and
- challenges with employers meeting audit timelines might reduce the number of audits completed in a year. This can be mitigated through adherence to the audit timelines.

Expected Results	Performance Indicators
Federally regulated employers and service providers are committed to preventing discrimination and to resolving disputes internally.	• Medium-term: Degree of commitment by MOU signatory organizations to preventing discrimination and to resolving disputes internally.
The employment equity audit model has contributed to audited organizations having met their employment equity plan goals.	• Long-term: Percentage of audited organizations that have met the goals of their employment equity plan. (These goals, related to the hiring and promotion of one or more of the four employment equity target groups, are established in an organizationally specific employment equity plan following a CHRC audit.)

Program Activity

C. Human Rights Dispute Resolution Program

Financial Resources ($ thousands)

2008–09	2009–10	2010–11
$10,743	$11,204	$11,454

Human Resources (FTE)

2008–09	2009–10	2010–11
89	91	93

Description

The Canadian Human Rights Commission provides dispute resolution services in cases of alleged discrimination by federally regulated organizations, including employers, unions and service providers. Allegations of discrimination are screened to ensure they fall within the Commission's jurisdiction, and inquirers may be referred to other redress mechanisms, such as a grievance process. If the dispute falls within the Commission's jurisdiction, the parties are offered services to assist them in resolving the matter without filing a complaint. If the matter cannot be resolved and the inquirer wishes to file a complaint, the case may be assigned to a mediator or an investigator. Ultimately, the Commission may ask that the Canadian Human Rights Tribunal hear the case. Throughout the process, the parties are encouraged to look for solutions by participating in dialogue and dispute resolution activities.

The Commission's dispute resolution process is designed to provide timely remedies to the victims of discrimination, advance human rights law and make the most efficient use of resources. Cases are screened to determine which strategy is most appropriate: referral to another redress mechanism, alternative dispute resolution (ADR), investigation or litigation. ADR is the preferred approach in most cases, particularly in those that do not raise allegations of systemic discrimination. Litigation focuses on cases that are precedent-setting. Investigation supports both ADR and litigation by clarifying issues and facts. The Commission offers the following four ADR services:

- early resolution (before a complaint is filed);
- preventive mediation (before a complaint is filed);
- mediation (immediately after a complaint is filed); and
- conciliation (at the discretion of the Commission, after an investigation has been carried out).

Plans for 2008–09

- The Commission will ensure that, when reasonably available, cases are referred to other redress processes in a timely and efficient manner. New procedures, to be implemented in 2008–09, will make it easier for parties to understand the decision-making process and to make their positions known to the Commission.
- The Commission will maximize the use of ADR, especially prior to the filing of a complaint. Two new ADR processes were introduced in 2007–08: early resolution and preventive mediation. Both processes take place before a complaint has been filed.
- The Commission will measure client satisfaction with ADR processes through the use of a client survey questionnaire to be distributed to the parties at all preventive mediation, mediation and conciliation sessions.
- The Commission will increase the efficiency of investigations. Greater use will be made of the process of preliminary assessment, which emphasizes the early clarification and narrowing of issues with the parties.

Risks, Challenges and Mitigation Strategies

- Impact on the Commission's resources if section 67 of the *Canadian Human Rights Act* is repealed. This can be mitigated through building internal capacity and consulting with First Nations and ADR experts to prepare dispute resolution models, which could be used by communities to resolve human rights complaints internally.
- Delays in obtaining responses and submissions from complainants and respondents. This can be mitigated through developing a more proactive investigation model, which makes greater use of the process of preliminary assessment and development of rules of procedure that establish timelines for submissions by the parties to a complaint.
- Impact on resources of delays in scheduling and duration of Tribunal hearings. This can be mitigated through continued participation with the Tribunal in case conferences and mediation prior to the commencement of hearings.

Expected Results	Performance Indicators
Commission involvement in human rights disputes has facilitated the resolution of disputes in a non-adversarial manner at the earliest stage possible, ensured that public interest is addressed, and increased understanding of the CHRA.	• The percentage of disputes settled at the Commission out of the total of those dealt with. (Historically, settlement rates have been calculated for accepted complaints only; we will now include early resolution settlements, even though these occur before a dispute becomes an officially accepted complaint.)
Parties to disputes are satisfied with the dispute resolution process.	• The percentage of satisfaction rates, for example, regarding the extent to which service was fair, user-friendly, and/or flexible.

SUPPLEMENTARY INFORMATION

Table 1: CHRC Link to the Government of Canada Outcomes

Program Activity	Planned Spending ($ thousands)			Alignment to Government of Canada Outcome Area
	2008–09	2009–10	2010–11	
Strategic Outcome: Equality, respect for human rights and protection from discrimination by fostering understanding of, and compliance with, the *Canadian Human Rights Act* (CHRA) and the *Employment Equity Act* (EEA) by federally regulated employers and service providers, as well as the public whom they serve.				
Human Rights Knowledge Development and Dissemination Program	$4,026	$4,500	$4,246	a diverse society that promotes linguistic duality and social inclusion
Discrimination Prevention Program	$6,424	$6,629	$6,608	a diverse society that promotes linguistic duality and social inclusion
Human Rights Dispute Resolution Program	$10,743	$11,204	$11,454	a diverse society that promotes linguistic duality and social inclusion

The Human Rights Knowledge Development and Dissemination Program contributes to a diverse society that promotes linguistic duality and social inclusion by creating and disseminating knowledge regarding human rights through knowledge products and activities such as research studies, policies, guidelines, regulations, information tools, published opinions and/or involvement in ground breaking human rights cases.

The Discrimination Prevention Program contributes to a diverse society that promotes linguistic duality and social inclusion by engaging federally regulated organizations in discrimination prevention initiatives related to human rights and employment equity such as actions plans, policies, consultations and training.

The Human Rights Dispute Resolution Program contributes to a diverse society that promotes linguistic duality and social inclusion by providing dispute resolution options to parties who are unable to resolve their disputes using other recourse mechanisms.

Table 2: Green Procurement

The reader may obtain information on the Commission's green procurement by accessing the following website: **http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp**

Table 3: Services Received Without Charge

The reader may obtain information on CHRC services received without charge by accessing the following website: **http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp**

OTHER ITEMS OF INTEREST

Internal Services

The Corporate Management Branch, headed by the Senior Financial Officer, provides advice and integrated administrative services that enable the Commission to deliver its human rights business. These services encompass the following areas: human resources, finance and administration, strategic and business planning, audit and evaluation, information management/ information technology, access to information and privacy, and executive secretariat services. The resources associated with internal services have been apportioned to the Commission's three program activities.

In 2007, the Commission's Management Accountability Framework (MAF) was assessed by the Treasury Board Secretariat. The Commission was commended for the quality of its management, particularly with regard to its value-based leadership and organization culture; the extent to which its workplace is fair, enabling, healthy and safe; and the extent to which its workforce is productive, principled, sustainable and adaptable.

A key priority for the Corporate Management Branch in 2008–09 is leading the Commission's enhancement of its MAF to achieve a common standard of organizational excellence whereby managers and staff apply exemplary business management practices.

In 2008–09, the Branch will continue to focus on its people; the integration of service functions; and sound stewardship, governance and risk management practices by undertaking the following initiatives:

- complete the development and implementation of the Workplace Wellness Program in consultation with employees and unions;
- implement the action plan for the Values and Ethics Program;
- continue to provide core learning and required training to employees, counselling services in support of the development of individual learning plans, and career progression;
- enhance the processes for the Employee Awards and Recognition Program, the internal Orientation Program, and formal and informal learning activities and events;
- continue to provide human resources advice and support to managers and staff throughout the business and human resources planning cycle;

- review and improve the Commission's Information Management/Information Technology infrastructure with a focus on strengthening the Information Technology Security infrastructure;
- develop and improve mechanisms to support and maintain the Commission's new case management system to enhance reporting requirements, identify opportunities and make adjustments when necessary;
- complete the update of the Commission's Corporate Risk Profile to identify the Commission's key risks areas and mitigation strategies;
- implement the Commission's revised governance structure to strengthen accountability to central agencies and Parliament and to improve the effectiveness and efficiency of its internal decision-making bodies;
- implement any recommendations that may come forward from an audit;
- continue to manage the Commission's finances and assets with probity and sound stewardship practices; and
- continue to provide internal services to the Indian Specific Claims Commission, and begin providing some services to the Public Sector Integrity Commissioner and Public Service Labour Relations Board through a Memorandum of Understanding to support the principles of shared services.

Risks, Challenges and Mitigation Strategies

The challenges of recruiting and retaining the expertise needed, due to a competitive external environment, could result in an insufficient capacity to complete these activities as planned.